



OBSERVE, INTERACT, EXPERIENCE, SIMULATE

2024 NATO Field School and Simulation Program

POL 484-12 and POL 880-6

Alexander Moens, Director

NATO Field School and Simulation Program 2024 Syllabus

OUR AMBITION FOR YOU

The NATO Field School and Simulation Program (NFS) offers an innovative method of student learning by engaging and observing professionals and experts in their working environment and by student immersion in the decision tasks that political, diplomatic, and military personnel face. This program creates a cohort of transatlantic students by admitting students from across NATO alliance and fulfills a closely tailored set of goals to prepare students for entry careers in foreign affairs, the defence and security sectors, international organizations, commerce, and other careers in the private sector.

Beside academic study, students are educated in practical and professional problem-solving by simulating international crisis resolutions and strategic communications at a professional level. The program takes place at multiple locations in Europe and includes multiple short modules led by experts, senior officials, and visiting professors. Students will meet with Canadian, European, and NATO diplomatic and military leaders in privileged settings to pursue their analysis and questions. The comprehensive and diverse nature of the program develops a new learning community for students, a non-traditional classroom experience, and innovative internationalization training to prepare the next generation of Canadian, European, and NATO decision makers at home and in the multilateral setting.

The active participation of women in defence and security is a central objective of the NFS. We aim to achieve this objective by ensuring that our program maintains and grows the diversity of student cohorts, ensuring that women are given equitable access to opportunities and networks, and engaging with various experts on women, peace, and security topics. NFS is holistic in how it experiences and discusses security and defence, including socio-economic, cultural, and environmental topics in our curriculum. This strategy also creates a student cohort that has diverse academic knowledge and experience.

As part of NFS, we also strive to foster a professional network tending to students' interests and put them in touch with experts and career opportunities within their chosen field. After the NFS, we continue to engage alumni through our NFS Alumni networks, which we use to advertise a variety of academic and career opportunities within security and defence as well as some internships exclusively offered to NFS alumni.

The NATO Field School and Simulation Program offers 12 undergraduate or 6 graduate credits (POL 484 or POL 880). In addition to tuition, students pay a Program fee that includes extra instruction and curriculum costs for expert modules and simulations, accommodation in Italy, Brussels, Germany, and the Baltics, airfare in Europe, ground transportation, breakfast, and some group meals.

LEARNING OBJECTIVES AND OUTCOMES

Completing the NATO Field School and Simulation Program prepares you with cognitive, evaluative, and experiential skills concerning defence, security, armed forces, NATO, the security and defence component of the European Union, and the diplomacy of international security and collective defence.

In terms of knowledge concerning Defence, Armed Forces, and NATO, students should learn:

- What NATO is, why it was formed, why the USA and Canada joined European Allies to establish the Alliance, how it matters today, and what its current challenges are.
- How the Alliance works, including the role of the political and military organs such as the North Atlantic Council, the Military Committee, SHAPE, and SACEUR.
- Why Allies, including Canada's security and defence policy exists in a multilateral format, including the United Nations, NORAD, NATO, NATO-EU, and NATO-AU.
- What determines Allies' security and defence policy, and how it is formulated.
- How democratic constitutional governments connect policy goals, defence planning and international military operations.
- How national objectives, international legal principles and conventions work.

- How recent initiatives promote the role of women in peace and security.
- How to optimize collective defence and cooperation in crisis decision making.
- How legal opinion and interpretation informs the politico-military decision process.
- How defence budgets, capabilities, and operations are linked.
- How training and military readiness with Allies and Partners affects Allies' objectives.
- What personnel and equipment challenges exist within NATO states armed forces.
- How allied armed forces prepare, train, and conduct operations together.
- How NATO works with likeminded partners that are not NATO members such as the Partners across the Globe (e.g., Japan, Australia).
- How the EU, the UN, and other organizations work with NATO missions.

In terms of knowledge and experience in Simulations, you will get familiar with courses of action where you have to use the following skills:

- How to absorb material at strategic, operational, and tactical levels
- How to prepare policy and brief at the strategic level
- How to represent position, interest, and policy
- How to understand complementary and competitive interests
- How to understand multilateral compromise and cooperation
- How to convey and defend positions and interests in strategic communication
- How consensus decision-making, red lines, silence procedures, non/white papers, communiqués, and strategic communication form part of the negotiations.

In terms of overall skills, students will:

- Enhance the ability to think strategically and analyze core texts on NATO, strategic policymaking, and critical issues facing NATO.
- Formulate one's national position in writing and speaking, negotiate respectfully with other national positions represented by peers and learn how to use effective procedure techniques to achieve objectives and obtain consensus.
- Carry out independent, in-depth research using a wide range of sources, appropriate referencing, and bibliographic methods.
- Learn to work effectively in diverse teams and exhibit effective presentation and strategic communication skills.
- Gain experience, and confidence to apply for a variety of Coop and internships and entry-level positions, including with the CANDEL at NATO-HQ, NATO Defense College, the Strategic Communications Centre of Excellence in Riga, and various other national and international opportunities.

NATO FIELD SCHOOL STAFF



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STRUCTURE OF THE PROGRAM

The NATO Field School is organized into 4 types of Learning and Skills Development:

1. **Academic:** Lectures, Afternotes and discussions.
2. **Interactive/Experiential:** Briefings, seminars, panels, base and training visits, interactions with Military and Diplomatic personnel and field trips (historical and cultural excursions).
3. **Multilateral Negotiation:** Simulation training in problem solving, consensus formation, and multilateral decision making. The major exercise (NMDX) is a 4-day professional simulation led by retired NATO Defense College Mentors with SFU as Faculty Advisors. The final simulation is the 4-day NSX NATO Summit Negotiation exercise, assisted by professional NATO staff and mentors, conducted at NATO Headquarters in Brussels.
4. **Professional Communication:** through various activities that involve paper writing, podcasts, discussion moderation, conference engagement, Strategic Communication, and press conference skills.

PROGRAM OUTLINE

May 6 – May 10 (Online via Zoom)

The 2024 NATO Field School will begin May 6 at 9:00 AM Pacific Time in real time via Zoom. Classes are each day from Monday through Friday from 9:00am till 12:00pm (Pacific Time). NFS Staff plus guest speakers and panels will conduct introductory lectures and simulation training.

May 15 – June 29 (In-Field)

Students arrive in Riga no later than May 15 (which for North America means a May 14 departure)

The NFS starts in person in Riga, Latvia on May 16th, and finishes on June 29th in Brussels, Belgium. During the in-field portion of the program, the NFS will conduct full-time programming based out of Riga, Latvia, Rome, Italy, and Brussels, Belgium. Students will receive detailed weekly schedules from the NFS Program Manager while in-field.

July 2 – August 6 (Online, asynchronous): During this period, students will complete NFS assignments and can virtually consult NFS teaching staff for support. All final assignments are due on August 6, and only extensions for exceptional circumstances will be considered.

NATO FIELD SCHOOL EXPECTATIONS AND CODE OF CONDUCT

The NATO Field School Operates with high expectations for our common conduct. We will be working, interacting, and travelling together for weeks.

What you should expect:

- To have variation in every day.
- To be always punctual, prepared, and adaptable, including in virtual mode.
- To follow dress code requirements in all locations.
- To be alert and ready to follow instructions.
- To operate under Chatham House Rule, meaning that you cannot attribute information (ex. quote the name and rank of speaker or contact person or the source of the information) outside the NATO Field School.
- To have limited access to mobile phones or electronics at secure locations, including limited permission to post pictures or material on social media.

For further logistical information, including the dress code, code of conduct, Chatham House Rule, please consult the **NFS Handbook**.

PROGRAM ASSIGNMENTS (please consult Canvas for detailed assignment descriptions)

1. **Textbook Assignment (10%):** In Week 1, students submit 2 questions based on the required reading (S. Sloan, *Defense of the West*, 2020) prior to the start of the Program. Due May 8 at 9:00 Pacific Time. Two questions and two paragraphs all fitting on one page. In one paragraph each, explain why this question arose from reading the book.
2. **Academic and Experiential Participation (25%):** Students are evaluated on engagement and demonstrated understanding of the program materials, including required readings, lectures, and briefings. Student questions, reflections and comments in subsequent discussions are part of this participation.
 - **OPTIONAL JOURNAL:** An optional additional material for the overall assessment of your participation is to keep a journal. Your journal should be structured on three themes: What new cognitive information are you gathering, what new analytical lessons are you drawing, and what new affective/evaluative conclusions are you making? If you believe the Journal will help boost your participation mark, you can submit it to Dr Moens **by July 12. (Max length is 3500 words)** No matter what, it can never function to reduce your participation grade.
3. **Multilateral Negotiation Performance (25%):** During simulations, students will be evaluated on the following criteria:
 - a. Showing strong familiarity with the simulation documents
 - b. Constructive engagement with the simulation
 - c. Effectively representing their assigned role
 - d. Display skills in multilateral decision-making processes and outcomes.
4. **Group Assignments (40%):**

NFS students will be placed in Committees at the beginning of the program for the duration of the program. These Committees will take the name of a letter from the NATO phonetic alphabet (Alpha, Bravo, Charlie, etc.). Students will be divided into undergraduate and graduate sections, who will complete different group assignments.

 - a. **UNDERGRADUATE: Podcast:** Each Committee will select a topic in security, defence, foreign policy, or a related theme related to their experience in the NATO Field School. Each Committee will decide on its topic, how to structure its podcast episode, and how to divide the tasks required to make the podcast amongst themselves. For more detailed instructions on how to produce their podcast assignments in the Podcast, see the Assignment Description document on Canvas.

- b. **GRADUATE: Rome Student Engagement Conference:** The graduate student Committees in the NATO Field School will complete two assignments related to the Rome Student Engagement Conference, being held in Rome on June 13th. More detailed instructions on how to produce the Rome Student Engagement Conference assignments will be provided by Dr Moens.
- The two best RomeSEC papers will be nominated by the NFS staff for publication in the [Canadian Military Journal](#) or the [Journal of Military and Strategic Studies](#). These two articles will receive assistance post-NATO Field School to make them ready for submission.

ASSIGNED READINGS

During the May 6–June 29 segment of the NFS, the readings will be paced so that they match the program in the field and the small amount of time students have to do them. After June 29, the pace and volume of readings is determined by the final assignment you need to finish.

Most readings can be found as e-copies on SFU Online Library (SFUOL), SFU Canvas (Canvas), Google Scholar, internet search, or simply by clicking on the reading link where available.

Simulation readings: Students will be assigned additional simulation readings in Weeks 4, 5, and 8. These readings will be provided one week in advance of the simulation via email or Canvas.

Pre-reading: Students should have read the following book in advance of May 6th. We recommend students bring this book with you during the NFS as your main reference.

Sloan, Stanley R. *Defense of the West: Transatlantic Security from Truman to Trump*. Manchester University Press, 2nd edition, 2020.

Week 1: May 6-10

- [Canadian Armed Forces 101 for Civilians](#). National Defence, Canada. March 2020. [Canvas, Modules. 2, 3, 5].
- Lagassé, Philippe and Justin Massie. [Don't Count on Us: Canada's Military Unreadiness](#), *War on the Rocks*, April 2024.
- Mark Webber, "NATO 101: A Guide to the Alliance's Purpose, Structure and History," (2024 edition) on Canvas.

- Text of the *Washington Treaty*, NATO Online.
- Baltic Amber Simulation Documents (Canvas)
- Moens, Alexander. [How NATO's Values and Functions Influence its Actions](#). NDC Fellowship Monograph 7. May 2016. [Ch. 1, 2.1].

Week 2: May 13-17 Baltic 1

- Maris Andzans, "Six years down, many more to come," MLI Commentary, December 20, 2023.
- Fiona Hill and Angela Stent, "The Kremlin's Grand Delusions," *Foreign Affairs*, February 15, 2023. (Canvas).
- Pamment, James, and Anneli Lindvall Kimber. "[Fact-checking and debunking: a best practice guide to dealing with disinformation](#)." (2021). Pages 5-40.

Week 3: May 20-24 Baltic 2

- Stephen Flanagan and Anna Dowd, "Alliance Assignments: Defense Priorities for Key NATO States, *War on the Rocks*, October 4, 2023.
- Lanoszka, Alexander, Christian Leuprecht, and Alexander Moens (eds). [Lessons from the Enhanced Forward Presence, 2017-2020](#). NDC Research Paper No.14. NATO Defense College – Rome, November 2020. [Ch. 5, 6, and Conclusion].

Week 4: May 27-31 Baltic 3

- NMDX Lead-in and Scenario Reading
- NATO decision-making and crisis management

Week 5: June 3-7 NATO Defense College and Monte Cassino

- NMDX Simulation (via email and NDC portal)

Week 6: June 10-14: RomeSec

- Ivo Daalder and Karen Donfried, "What Ukraine Needs from NATO," *Foreign Affairs*, March 26, 2024, <https://www.foreignaffairs.com/ukraine/what-ukraine-needs-nato>
- *The New York Times*, China Is Running Out of Lines to Cross in the Taiwan Strait, February 26, 2024, <https://www.nytimes.com/2024/02/26/opinion/taiwan-china-war-military.html?smid=em-share>
- Luis Simon, "NATO's China and Indo-Pacific Conundrum, *NATO Review*, November 22, 2023, <https://www.nato.int/docu/review/articles/2023/11/22/natos-china-and-indo-pacific-conundrum/index.html>

Week 7: June 17-21 JFC-Brunssum, NATO HQ, SHAPE, and the EU

- Economist, "A new nuclear arms race looms," August 29, 2023, <https://econ.st/3PTaT6M>
- Jacopo Barigazzi and Laura Kayali, "EU sent 28 billion worth of military aid to Ukraine, document shows," *Politico.eu*, January 31, 2024.
- Ringsmose, Jens, and Mark Webber. *Hedging their bets? The case for a European pillar in NATO*. *Defence Studies* 20, no. 4 (2020): 295-317. (SFUOL).
- NSX Simulation Readings (Canvas)

Week 8: June 24-28 Brussels, NATO HQ: NSX

- NSX Simulation (Canvas)

July: Assignment Resource Readings for both Podcast and RomeSEC Papers

Note: For further recommendations on additional readings on other topics, we recommend reaching out to the NFS Teaching Staff.

- Report of the Expert Study Group on NATO and Indo-Pacific Partners, United States Institute for Peace, Washington, DC, February 2024, <https://www.usip.org/publications/2024/02/report-expert-study-group-nato-and-indo-pacific-partners>
- Bohdan S. Kordan and Mitchell Dowie, *Canada and the Ukrainian Crisis*, 2020.
- Guillaume Lasconjarias and Jeffrey Larsen (Eds), *NATO's Response to Hybrid Threats*, 2015.
- Alexander Lanoszka, *Military Alliances in the Twenty-First Century*, 2022
- Timothy Andrews Sayle, *Enduring Alliance*, 2019
- Thomas Juneau et al., (Eds.) *Canadian Defence Policy in Theory and Practice*, 2020, especially chapters 5, 6, 10 and 18.
- Mark Webber et al., *What's Wrong with NATO and How to Fix it*, 2021.
- Joseph Jockel and Joel Sokolsky, *Canada in NATO 1949-2019*, 2021.
- Alexander Moens and Brooke Smith-Windsor (Eds), *NATO and Asia-Pacific*, 2016.
- Huebert, Rob, "Understanding Arctic Security: A Defence of Traditional Security Analysis," in W. Greaves and Lackenbauer *Breaking Through*, 2021. (SFUOL)
- McLeary, Paul and Lily Bayer, "[NATO on the Precipice](#)," February 24, 2023, *Politico.eu*.
- Giles, Keir, Kim Hartmann, and Munira Mustaffa. "[The role of deepfakes in malign influence campaigns](#)." NATO StratCom COE (2019).
- Rehr, Jochen, "[Handbook on CSDP: The common security and defence policy of the European Union](#)." Volume I, 4th Edition. Federal Ministry of Defence, Republic of Austria. (2021).

- Gerard O' Dwyer, "Nordic Nations move to link air forces into 250-strong aircraft fleet, *Defense News*, March 24, 2023.
- [EU Strategic Compass 2022](#)
- [NATO 2022 Strategic Concept](#)
- [NATO Secretary General Annual Report 2023](#)
- [NATO Strategic Foresight Analysis 2023](#)

COURSE POLICIES

Grading

This course will use the SFU Political Science grading scale [[click here](#)].

Formatting Written Assignments

All written work turned in for this class **must be**: single-space, 1-inch (2.54 cm) margins on all sides, typed in 12-point Times New Roman, black font, pages numbered, word count noted, in Chicago Style citation format, turned in on time and via Canvas. Word count excludes the bibliography and footnotes. For all written work, please submit files in Word (.doc) format, using the following file name scheme: "POL484_Assignment Name,_Student/Committee" (e.g., POL484_Committee Paper_Alpha). If you are a graduate student, use POL880 instead of POL484.

All due dates for this course use Pacific Standard Time (PST), except for the Podcast Production Sheet (given this is due during our time in-field, this deadline will be given in Central European Time (CET)). If you are in a different time zone, be sure to submit on time in PST time.

Late Policy for Assignments

All coursework is expected to be submitted on time. Penalties for late work will apply. In case of medical emergency or other extenuating reason contact Teaching Staff at earliest opportunity.

Plagiarism and Artificial Intelligence such as ChatGPT

The bottom line is pretty simple. Your thinking, analysis, writing and sourcing should be your own. Copying and pasting or taking other people's or AI's work and making it look like your own is what you need to avoid at all times for that is, essentially the equivalent of lying and stealing. Therefore, when you do research, it should be you doing the research and not another human agent or AI program. When you use a source in your own words, you still need to reference that source by means of an endnote. And when you quote a literal piece or small passage (for example because it is very good, very funny, or very controversial) you put it into proper quotation

marks and reference it. Do not use ChatGPT at all until the intellectual world figures out how to deal with it. Traditional Google searches and search engines are ok.

Plagiarism: “What is it and How to Avoid it”

Plagiarism involves using another author’s words without attribution or otherwise presenting another person’s work as one’s own. It is a fraudulent and serious academic offence that will result in a severe academic penalty. Also, close paraphrasing of another author’s work & self-plagiarism, including submitting the same, or substantively the same, work for academic evaluation more than once, are unacceptable practices that will result in a severe academic penalty.

The university policies on academic honesty are available [here](#).

Equity, Diversity, and Inclusion: Simon Fraser University seeks to promote the values of Equity, Diversity, and Inclusion in relation to our students, staff, and faculty members. Professional courtesy and sensitivity are important. We commit to fostering a program that is welcoming, respectful, and inclusive.